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The Extension Service Review is for Extension educators—in County, State, and Federal Extension agencies—who work directly or indirectly to help people learn how to use the newest findings in agriculture and home economics research to bring about a more abundant life for themselves and their communities.

The Review offers the Extension worker, in his role of educational leader, professional guideposts, new routes and tools for speedier, more successful endeavor. Through this exchange of methods, tried and found successful by Extension agents, the Review serves as a source of ideas and useful information on how to reach people and thus help them utilize more fully their own resources, to farm more efficiently, and to make the home and community a better place to live.

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EXTENSION SERVICE
REVIEW

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What's In Our Name?

Cooperative . . . combining of Federal, State, and county financial and human resources in planning and conducting programs to increase family incomes, improve family living conditions, and conduct youth development programs that neither of the political entities could provide alone.

Extension . . . interpretation and aiding in practical application of knowledge and techniques developed through research pertaining to management and development of resources, increasing agricultural production, home management, and youth development programs.

Service . . . work with farmers, homemakers, youth, community and organization leaders, personnel of other State and Federal agencies either individually or collectively as the situation demands to solve problems and meet the needs of people at all levels on the economic scale. WJW

It's Your Business

by
Prof. C.M. Ferguson
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Should an Extension office be run like a business office?

I was taken aback by this question from an experienced county Extension worker—inferring that there should be a difference.

There are fundamental differences between what transpires in the Extension office and in the office of the banker, doctor, or attorney. But as a client, I expect the same kind of reception, the same courtesy, the same attentive hearing, and the same sound advice.

Every taxpayer has invested in the business of Extension education. He expects dividends in terms of an increment in his own bank account, the economic growth of his business, a better home and community environment, and the intellectual growth of his children. Should he, therefore, expect less efficiency in the Extension office than in any other professional office?

Let me play the role of the office caller. The secretary looks up to say, "Good morning, Mr. Jones. Can we help you?" Note three things: a cheery "good morning"— I feel better already; she remembers my name; "Can *we* help you?"—I get a feeling that there is a team working here.

She knows where the agent is and when he will return. She hands me the morning paper or the latest Extension bulletin on weedicides, because I have already indicated that I need help on weed control.

She then returns to her work, creating the impression that it is more important than a chummy visit. I may not be conscious of her telephone call to the agent to say, "Mr. Smith, Mr. Jones is here to see you."

Time passes—I don't know how much, because I had something interesting to read. Then she says, "Mr. Smith will see you now," and she opens the door to the agent's office and announces me. He rises and greets me warmly. I have been treated in a friendly, business-like manner and I feel good about it.

How about his office? Do the pictures reflect his interests and his business? Do the books on his shelf create an impression that he tries to keep abreast of the world about him?

Is the table behind his desk cluttered with outdated material, or can he quickly locate what he needs? Does his desk top, although not empty, reflect an atmosphere of orderly work?

His personal appearance, the way he greets people, his ability to be friendly, yet business-like, to help a visitor define his problems, and to communicate his answers clearly and succinctly all help build his image.

Let us be sure the image we create is clear, bright, accurate, and above all, sincere. Each telephone call, letter, radio talk, or speech has an influence on our image. Images are also influenced by our ability to deal with people.

But we must not forget that the house in which we live from 8 a.m. to close of business also has a profound effect on people. In conclusion I offer a few suggestions for a business-like Extension office:

1. An attractive outside sign which tells precisely what we are.
2. A similar sign on the office door.
3. An attractive, orderly reception room.
4. A well-trained, business-like receptionist or secretary.
5. An office organized to provide good working conditions.
6. A small conference room, if several agents must share an office.
7. A storage and mailing area conveniently located, but out of sight of the public.
8. Most important—a capable, friendly, business-like staff.

Well-planned programs and well-planned offices have an affinity for each other; where one is found, the other is not far away. The county office is usually Extension's first point of contact with its publics. First impressions are lasting impressions.

What makes Extension tick? It's people. And they tick better in the right environment. □

Dealing with educated farmers who know their business, Arizona Extension tried...

Short Courses With New Scope

by
Clay Napier
Extension Information Specialist
University of Arizona

Take a pioneer spirit who knows that fences and plows, not the Winchester, conquered the West.

Throw in a hard-tack businessman's judgment and a high degree of agricultural know-how. Add a college degree and you're close to having an average farmer of the Wellton-Mohawk area of Yuma County, Arizona.

Since, at a glance, he already has everything, how do you reach this breed of cat with an Extension program?

James R. "Jim" Hazlitt, county agricultural agent, figured that the shortest route between the two points was straight across. He asked them what they wanted.

They ranked on-farm visits, field tests, field meetings, and tours at the top of the list. A suggested short course school to be held at Yuma drew very little interest.

"That's unfortunate," responded Hazlitt. "There's a possibility we could have a fertilizer school. It would be rather technical and would involve Dr. Thomas Tucker of the University of Arizona, Dr. Howard Ray, Extension soils specialist, and county agents."

Once the farmers realized that the school would materially enhance their knowledge of fertilizers and soil science, "their ears perked up," said Hazlitt.

There was just one objection. "Why have the school in Yuma? That's 60 miles away. Why not have it here?" Hazlitt was openly dubious about the merits of holding the school in such an isolated area. The big question was whether the attendance would justify pulling in so much professional talent from the university campus 243 miles away.

But Hazlitt told the group, "If you will guarantee a minimum of 20 participants, we'll hold the school here." They agreed. Still, Hazlitt was doubtful, so he asked that the group charge a $10-per-head fee. Again they agreed, and soon 23 students were enrolled.

The first school consisted of four 3-hour sessions—plant nutrition, major fertilizer elements, fertilizers and application, and diagnosing fertilizer needs. There was almost 100 percent attendance.

Since two-thirds to three-fourths of the farmers have college degrees, the training was kept on a university level, and the participants dug deep into the subject matter.

Following the first session, one participant jokingly remarked, "Well, I've already gotten my $10 worth. I can skip the rest of the meetings." But he didn't skip. He kept coming back.

The next school came in 1963 when the farmers decided they wanted instruction in plant physiology.

"This was getting a little deep again, but that is what they wanted," said Hazlitt. The school, again highly technical and organized as before, was a success.

In 1964, with many new herbicides on the market, the farmers wanted a school on herbicides and weed control. At this point, there was no longer any question about it—the school became an annual event.

In 1965 the subject matter was plant environment. The school covered the complex technicalities of plant diseases, the agents and characteristics, symptoms, parasites, factors affecting disease development and disease control.

In January 1966 the problem of keeping the enrollment low enough to allow free discussion had become more acute. The desire to limit the class yielded, and 29 students were accepted.

The farmers wanted not just a routine school in entomology, but an emphasis on integrated insect control. The pink bollworm was threatening the all-important cotton crop, and many farmers were concerned about the boll weevil.

This year's school literally went

James R. "Jim" Hazlitt, Yuma County Agricultural Agent in Charge for the University of Arizona Cooperative Extension Service, shows Wellton-Mohawk cotton growers of his county how to check for nematodes during a special school. At the same time, he's showing the results of nematode-control tests in the area.

back to the soil. Such complicated matters as chemical properties of the soils, physical characteristics of soils, management of soil, salt movements, irrigation of soils in regard to salt and other soil factors were thoroughly probed.

"We emphasize giving the individual basic information so he can make intelligent decisions. We do not try to tell him what to do or how to do it," explained Hazlitt.

Progress on the area's farms has been dynamic. Some farmers have progressed from homesteading in trailers and modest houses of railroad ties to fine homes, private swimming pools, and individually-owned airplanes.

"Extension, of course, is only one factor in this success story," said Hazlitt. "More important is the fact that these are highly intelligent farmers who work hard and are willing to accept change when they know it will do them some good."

It is an irony of sorts that the very Extension technique rated originally at the bottom of these farmers' list of educational methods turned out to be so successful.

Hazlitt attributes the success to many factors, including these:

1. The program was conceived and executed at the local level in response to the precise needs of the clientele. The school was tailored to the exact wants of the farmers.
2. Precautions were taken to insure a turnout that would justify the use of the resources.
3. This group of farmers have a high level of formal education and are quick to grasp the complicated information.

Even though these farmers are wise to the many new ways of agriculture, today's agricultural world is changing so fast that they have to keep updating themselves to stay in the highly competitive business of farming, just as a physician must keep up with the latest findings in his field.

The solid value of the school is evident in the make-up of the student body. Of the original farmers who wanted the school, about 80 percent still are participating each year. About the only drop-outs are those that have moved away.

An important value of the school from the standpoint of Extension, says Hazlitt, is "the change it has brought about in the attitude of farmers toward Extension in Yuma County."

"This group is very progressive," says Hazlitt, "and they are eager to have Extension field trials, tests, etc., on their farms. They cooperate in every way. They donate land and materials. They come to our field days and put new practices to work immediately."

Dr. George E. Hull, Arizona Extension Service Director, observed that the Wellton-Mohawk program is part of a statewide effort to assess the wants, needs, and desires of people on the local level and respond accordingly.

"We could offer many examples of this philosophy paying off in Arizona," said Director Hull. "This Yuma County program is successful simply because it was tailored to the exact needs of the people." □

Minnesota rural letter carriers provided 4-H'ers with information about road hazards in their area which needed correction.

4-H members in Blue Earth County aided the safety program by trimming blind spots.

4-H'ers, letter carriers team up to—

Fight Rural Road Hazards

The death, injury, and property damage resulting from automobile accidents is a national, State, county, and local problem. Even more specifically, it is a personal problem affecting those who frequently use rural roads.

The objective of the 4-H—RFD Safety Program, being tested in Minnesota for possible nationwide implementation, is to reduce the number of accidents on rural roads and thereby reduce the potential for fatalities, injuries, and property damage.

The Minnesota Highway Department recently published an analysis which indicates a more rapidly increasing accident rate on county and township roads than on State and Federal highways. County and township roads have the highest fatal accident rate per vehicle mile of any of the various other categories of roadways in the State.

A study of accidents involving automobiles operated by U. S. rural letter carriers in the upper Midwest showed that the severity of rural accidents is unusually high. Rural letter carriers are five times more likely to be injured in an accident than letter carriers driving in urban areas.

Many rural letter carrier accidents have, as contributory causes, hazards most common in rural areas—dangerous hill crests, blind curves, narrow single-lane roads, obscured vision at driveways for both passing and emerging drivers, speed too fast for conditions, and intersections obscured by crops and other vegetation. These hazards affect the entire rural population, not only the mailmen.

To assist in the accident prevention measures being undertaken by other agencies and organizations, the Minnesota Rural Letter Carriers' Association and the 4-H Clubs combined forces and pledged their cooperation in an effort to reduce the number of accidents on rural roads in Minnesota.

Several years ago, the rural letter carriers began keeping "hazard sheets" on which they listed the driving hazards on their routes and the necessary precautions. The information was primarily for substitutes who service the routes when the regular carriers are on vacation or are sick.

The MRLCA and the Minnesota Extension Service believed that this fund of invaluable knowledge had potential for greater benefit to all rural residents.

Minnesota 4-H Club fair exhibits such as this one helped strengthen community safety-mindedness and focus attention on local rural road hazards.

by
Jo Nelson
and
Earl S. Bergerud*

Utilizing the hazard information, the 4-H—RFD Safety Program was implemented last May. In order to reduce the number of accidents on rural roads, the program hopes to:
1) eliminate or correct physical hazards on rural roads, either through the efforts of 4-H Club members or through other resource persons;
2) develop and strengthen safety-mindedness in 4-H Club members and the entire community through education, publicity, and participation;
3) focus community attention on local rural roads and road hazards;
4) provide a procedure and an apparatus for identifying and correcting physical hazards.

Several groups were organized to guide the program. A State steering committee consists of representatives of the Extension Service, Minnesota State Rural Letter Carriers' Association, and the Post Office Department.

The State resource committee consists of representatives of the cooperating organizations and of other interested groups. Each county steering committee is made up of the MRLCA county safety officer and the county agent, who serve as co-chairmen, and other members as desired by them.

A county resource committee, which is an optional part of the plan, consists of the co-chairmen, representatives of the county Extension committee, county engineer, county sheriff, and editors of county newspapers.

In preparation for club participation in the program, the county co-chairmen meet with the county 4-H leaders' council officers to discuss the program and its implementations.

The MRLCA county safety officer explains the program to club leaders at 4-H council or federation meeting, which may also include the county sheriff, highway engineer, and representatives of the township board.

After the 4-H Club leaders are informed, this is how the program works:
1) Leaders contact their county agent indicating that their club is interested, and give the time and place of a meeting when a rural mail carrier may appear on the program:
2) A rural mail carrier comes to the meeting, shows a set of Automotive Safety Foundation slides on common hazards on rural roads, and leaves with the club a list of hazards on rural roads in the area;
3) The club organizes to correct the hazards where possible and to alert their families and community to those they cannot correct;
4) Hazards which cannot be corrected are referred to the co-chairmen for submission to the County Resource Committee. Many rural road hazards, for instance, are due to mutilated signs or lack of signs. Since signs must be uniform and properly placed, the role of the 4-H Club is to refer the hazard to the proper official and solicit action.
5) 4-H Clubs that correct one or more hazards receive certificates of accomplishment signed by the co-chairmen.

By November 1 the program had been introduced in 23 counties. Rural letter carriers had made safety presentations in 167 4-H Clubs. Fifty hazards had been corrected and seven that could not be eliminated by 4-H Clubs had been submitted to a county resource committee for study.

The 4-H—RFD Safety Program is a hard-hitting action program to be accomplished by doing, not just talking. Each participant has the opportunity to serve his family, his friends, himself —his entire rural community. □

* *Nelson, Assistant Extension Editor; Bergerud, Assistant State 4-H Club Leader, University of Minnesota.*

Let Us Work Together . . .

by
W. F. Knight
Extension Director
Chariton County, Missouri

"Let us work together, one with the other." No saying could be more true for the Extension worker and the consultant. This implies that some good will be accomplished as a result of their mutual effort. The question is: "How can they work together beneficially for the farmer?"

The Extension Service has the responsibility of providing the best and most up-to-date information possible to all people in Chariton County. This includes approximately 1,800 farmers whose interests are widely diversified, and in many instances, highly technical.

Extension's program varies from time to time depending upon the needs as seen by program planning committees, Extension councils, or farm leaders. For instance, it may emphasize disease control in swine production one year and nutrition the next. Although help is given to individual farmers, the program is generally carried out through groups.

Farming operations in Chariton County are getting larger, requiring more skill in production, marketing, and business management. It is obvious that a farmer who feeds 1,000 cattle a year, or from 2,000 to 5,000 hogs, will need expert consultation and advice. He will look for the best available source of help.

Let's take a look at one such farmer in Chariton County. This farmer has always been known as the progressive, eager type. He tests his soil and raises more than 100 bushels per acre of corn yearly. He goes to meetings to learn the latest information, and travels far and wide to study various feedlot setups.

With the help of the Chariton County Extension farm management agent, and others, his feedlots and feeding systems are planned and constructed to provide greatest efficiency for the land, labor, and capital that is available.

With good judgment in buying cattle, the maximum utilization of silage to cheapen costs, and almost complete mechanization, you might think his problems are over. But this is not true.

He may find it to his advantage to get the additional help of a computer in figuring low-cost rations and to make certain that disease detection and prevention is available at all times. For this help he seeks the service performed by Agri-Service Enterprises.

This consultant group is headed by a veterinarian who specializes in animal health, animal nutrition, and animal breeding. Thus, the cattle feeder can assure himself of help in these fields immediately on a call basis. The consultant, then, offers specific expertise vital to the farmer's operation and is available at any time.

There is little doubt that Extension and the consultant can work together beneficially for the farmer. It is Extension's responsibility to provide both the farmer and the consultant the latest and best information possible, and when this information is not readily available in certain fields, to make every effort to obtain help from various other sources.

Extension workers can gain from the knowledge, experience, and competencies of consultants in carrying out a program for the good of all farmers in the county. □

Toward Better Agri-Business

by
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Professional Consultant
Agri-Service Enterprises
Salisbury, Missouri

If we look at the role of private consultants in the current agri-business explosion, we find they occupy an increasingly important role in formulating the future. Consultants are rapidly developing a long overdue status in agri-business.

Scientific research in universities and private industry is being conducted at an ever-increasing rate. Countless pages of data are available to improve the existing situation. Big business has the necessary manpower and capital to cull this data and come up with a logical solution. The modern American farmer does not have the manpower or the necessary capital to do this. He accomplishes what he can with the advice at hand. A probable solution would be the cooperative efforts of Extension and the private consultant.

In Chariton County, Missouri, producers of meat and fiber are dissatisfied with their present financial and social status. These producers believe that they should be entitled to higher prices.

They are convinced that the processors and retailers control the market at the producers' expense. Many producers have turned to specialization and mechanization to meet the challenge, and have evolved into large-scale units.

To their dismay, all that glitters is not gold. More problems were encountered. Labor-saving devices, better fertilizer, more effective insecticide, improved farming methods, and programmed animal health care had to come from some place. The question: "Where?"

To effectively use these tools, the producer was again faced with major problems in obtaining the maximum in effective and efficient management. Rapidly approaching was the fact that without proper cooperation of farmers, Extension, and private consultants, the "family farm unit" of the Midwest would be a thing of the past.

This cooperation can and must achieve what the producer cannot accomplish alone. In the past, Extension was the only source of reliable information to these units. Developments are coming in such rapid succession that no one person can possibly keep up with the many ramifications of knowledge that are needed to insure proper and efficient management of highly specialized operations. Thus, the consultant provides an additional source of proper interpretation of data; however, producers do not always rely on them.

We in Chariton County are fortunate in having Extension personnel who have one aim—to serve our rural community in the best way possible. This means a thin spreading of their time.

These people realize the fast-changing picture of our space age agri-business and attempt to keep up to date while providing the rural area the best service available.

The facts of life point up, without fail, that more cooperation between Extension and the private consultant is mandatory. DIVIDED WE WILL FALL; TOGETHER IT IS POSSIBLE TO MAKE OUR MARK IN THE ARCHIVES OF AGRI-BUSINESS GROWTH. □

At all locations, attempts are made to simulate farm conditions for planting and harvesting. This silage harvester was used on corn variety test plots.

Variety Testing—
Effective Extension Tool

by
Extension Prof. A. D. Stuart
and
Prof. J. C. Rice
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North Carolina State University

From a rather humble beginning in 1942 with five participating farmers, the North Carolina State University Official Variety Test Program has grown and increased in importance until it would seem impossible to carry on effective Extension teaching in crops production without it.

That the tests and the Extension agents' and specialists' use of the data have had great impact on North Carolina agriculture is a matter of record.

Take corn as an example. Our production records prior to 1940 are often a source of embarrassment. The State's average yield that year was 19 bushels per acre. Incredible, but true. Twenty-five years later the average yield was 71 bushels per acre. We don't mind talking about that.

Certainly, not all of this can be attributed to official variety testing or even to Extension's all-practice program for corn. But the tests have been a springboard for getting our all-practice approach moving.

And this program has been instrumental in changing the attitude of the farmer toward corn and in showing him that corn can be a major economic enterprise.

Official variety testing was an outgrowth of an act of the North Carolina General Assembly which provided for the formation of a certified seed growers association by the farmers, a seed testing plan for the North Carolina Department of Agriculture, and field inspection of seed by the university.

Extension staff members have used the tests to show the Experiment Station's suggestions on soil testing, soil fertility, topdressing, weed control, and insect control as well as variety selection.

As planting seasons approach, farmers, seedsmen, and agricultural workers ask "What is the best variety to plant in my area?" To help these individuals make a choice, the Experiment Station conducts variety evaluation trials on as many as eight different crops at over 70 locations within the State.

Entries in these trials include varieties and hybrids from commercial and public plant breeding programs. Varieties are evaluated from the mountains to the coast for adaptation to specific areas and soil types. Data are reported as measured crop performance.

Most test locations are on cooperators' farms. Several others are planted at the Experiment Station farms. Recommended cultural practices are carried out at all locations with fertilization, planting rate and depth, weed control, and harvesting methods being constant for the specific crop.

In addition to receiving printed data concerning the variety tests, agents, specialists, farmers, and plant breeders tour test plots to see progress firsthand.

At all locations attempts are made to simulate farm conditions for planting and harvesting. In addition to yield and other agronomic characteristics, chemical analyses are made on tobacco, corn, and sorghum silage entries. The chemical data, along with yield and other agronomic characteristics, are available by location and summarized by areas with averages presented in one-, two-, and three-year tables.

But these data do not represent the first exposure of farmers, Extension workers and others to the tests. For example, each year, carefully organized tours are held of a representative sample of the corn tests.

Extension agents and some farmers participate, along with research and Extension specialists from the department of crop science, and plant breeders. The first 1½ days of the tour are spent in the eastern part of the State, where 70 percent of the corn acreage is located, and one day is spent in the central and mountain sections.

At each location, the director of the Official Variety Test or some other member of the crop science staff explains the purpose of the test and how the plots are designed. For the information of the visitors, the first replication of each plot is labeled with the variety name for easy identification.

Mimeographed sheets with the names of the variety and space for note-taking are provided to each visitor. He can take this information home with him for his immediate study.

Local tours are arranged by county Extension agents. These visits to the test plots generally draw good participation from farmers. The agents have found that growers appreciate printed data on the tests, but the figures have additional meaning if the farmers have had the opportunity to see the plants in the field.

After harvest is completed on all tests, the data from each are printed in a research publication. Pertinent data on corn are extracted by the Extension specialist and printed in an Extension publication which is made available to the county agents and the public.

Growers are informed of the availability of this information through news media and personal contact. They have become accustomed to using these simplified data in making their variety selections each spring.

To assist in financing the operation of the testing program, entry fees are charged according to the crop and number of locations within a specific area. Entries in the program include breeding lines of varieties which individuals or companies desire to have tested.

In addition, certain varieties which are commonly planted in the State are evaluated. During the 1966 season, 354 entries were included in the overall testing program. Over 63 percent of these were from commercial agencies.

Thus, with the cooperation of plant breeders and farmers, the Experiment Station is able to provide this invaluable service. And with the information derived from the tests, Extension workers have an effective approach to one phase of their educational responsibility to the North Carolina farmer. □

Combines such as this one are used for harvesting the small grain variety test plots. Recommended cultural practices are carried out at all locations, and methods are constant for each specific crop.

One cooperative effort of the Saluda County farmers was the construction and operation of a soybean handling facility. Huddling over operations are, from left, O. T. Price, Jr., treasurer; Vastine Couch, manager; County Agent Craven; and Harry Bell, county farm leader.

In Saluda County—

Cooperation Does the Job

by
Harold Rogers
Associate Communications Editor
South Carolina Extension Service

There's nothing like cooperation and group action for getting the job done, says Bill Craven, county agent in Saluda County, South Carolina.

His key for cooperation is simple: motivation through information and communication.

He believes in marshaling the full forces of Extension Service information on a given subject—and getting it to the people.

"Success is people working together," he says. "Extension tries to provide organizational and educational leadership, technical knowledge, and enthusiasm. And we believe that if we do this, people will react accordingly."

If performance and results prove the point, there's little doubt that Craven has found the key. For example:

When a group of cotton producers in his county wanted to try a new cotton variety and couldn't obtain desired ginning service, they organized and bought one of the gins. That's cooperation.

They found this worked so well that they decided to build their own badly-needed facilities for handling and storing soybeans.

From there, they branched out to build a cooperative liquid fertilizer plant. And there are other illustrations.

The story of the enterprising cotton producers and community development started in late 1961. Interest in this traditional crop was waning. Learning that a commercial seed firm wanted additional acreage for a variety of certified cotton seed, Extension became convinced this was a project for Saluda County growers.

But it wasn't easy to sell to all the people.

The approach included three basic steps involved in most organizational efforts: expert knowledge, individual contact, and the group meeting.

To get the ball rolling, Craven contacted cotton leaders individually and explained what he regarded as the advantages of the program.

This meant tactful presentations, gentle arguments, and above all, leg-

work. Both personal approach and direct mailing were utilized. Next, the field representatives of the seed company were brought into the area to tell the growers of dollars and cents possibilities.

When the foundation had been laid through individual approaches, the county agent called the first of two general meetings of the growers.

The program was discussed, dissected, and turned inside out—and they agreed to try the new cotton program. "They bought it," Craven said, "because we had convinced them that to remain in the business over a long haul, they were going to have to produce a better product."

There was one major hitch. The new variety would need rigid ginning specifications, and the seed people pushing it wanted the cotton to be handled in a gin processing it alone.

Craven and other leaders asked two ginners if they would agree to gin on that basis. Neither was interested. "We then asked one," Craven recalls, "if he would be willing to sell the gin. The answer was yes."

There was more legwork, more communication with individual leaders. At general meeting number two, the growers agreed to organize a cooperative to buy the gin. Twenty-eight of them joined in, raising $24,545 in stock. Borrowing the remainder, they invested $62,730 in the gin.

In setting up the cooperative, they were advised and assisted by Clemson University Extension specialists.

During the first year of cooperative operation, the gin ran through 1,685 bales of the new cotton variety. In three years, it paid off the mortgage. By 1965, ginnings had doubled.

"The members and the growers generated a great deal of interest in carrying their products this one step nearer the market," Craven says. "They became better cotton farmers and they made more money for themselves."

The producers were able to sell directly to the spinner—realizing an extra $10 to $18 per bale because they had the cotton the spinner wanted. Previously, most cotton grown in the area had gone into loan.

Some of the farmers were so well sold on their cooperative move they wanted to try the same approach in setting up a soybean handling and storage facility.

This was a coming crop, and producers were hauling their products 30 to 40 miles for handling.

The previous organizational moves minimized the need for "education" on the new project. After consultation with Extension specialists and the exchange of ideas with the right people in his county, Craven called a meeting of those who had indicated an interest in the project.

Within a month, the growers signed a charter for the Ridge Farmers Mutual, a soybean processing facility. The 14 farmers present for the incorporation meeting represented 1,615 acres of soybeans. Each of those joining pledged $5 per acre to build the plant, and in the summer of 1965 they erected a $50,000 grain-handling facility that provided a convenient outlet for trucks and greatly speeded up harvesting.

W. H. Craven, county agent, and Harry Bell, county farm leader, check machinery in the ginnery operated by the cooperative group.

It was the first such successful undertaking in the State.

In the same summer, the farmers erected a $42,000 liquid fertilizer plant, financed by pledges according to anticipated usage.

Both were examples of highly successful community resource development through cooperation, coordinated by Extension. And in both, full assistance and advice from Extension Service specialists were utilized.

Both projects have prospered. At the end of the first full year, the soybean facility had 66 members. It now has 86. The first year, it handled slightly over 100,000 bushels of beans. This season it processed about 185,000 bushels, as well as some wheat and oats. It also declared a 10-cent per bushel dividend for soybeans.

But the story of community cooperation and group motivation for Saluda County is not a new one. Back in 1957, the county agent played a leading role in organizing an artificial insemination program for dairy cattle.

Methods used were the same: motivation by supplying full knowledge; education through individual contact; making technical assistance available from Extension resources; and bringing people together.

Participation has grown from 1,013 to 2,975 cows. At present, an estimated 90 percent of cows bred on dairy farms in the county go the artificial way.

The result has been an improved production rate per cow, jumping from the 1956 county average of 7,300 pounds of milk to the present 10,563 pounds, above the State DHIA average of 10,235.

It all adds up to three chapters in the Saluda County story of community resource development through cooperation. Each is one of motivation and coordination by the county agent through utilization of Extension specialists and services. □

Dr. G. Alvin Carpenter, seated, center, meets with representatives of the California Farm Bureau Federation and the California Livestock Association to discuss some of the organization's problems.

Extension Helps Co-ops Merge for . . .

More Profits, Better Service

by
Ray Griffin
Public Relations Director
California Livestock Marketing Association

A striking demonstration of the potential contribution to U. S. agriculture through Extension's role in fact-finding through research, problem defining through demonstration, and sound decision-making through education, has recently been concluded in California.

In July, 1966, two livestock marketing cooperatives in that State consolidated their operations to form the California Livestock Marketing Association. The two associations involved were the California Farm Bureau Marketing Association and the Valley Livestock Marketing Association.

The combined volume handled by these two cooperatives in 1965 was 401,619 cattle and calves, 274,315 sheep, and 97,396 hogs—a gross value of $60,948,661.

In 1954, noting the changes in livestock marketing methods and practices that had taken place, as well as the indications of other changes looming on the horizon, a director of the California Farm Bureau Marketing Association suggested that a study be made of these changes and their impact on the livestock marketing pattern.

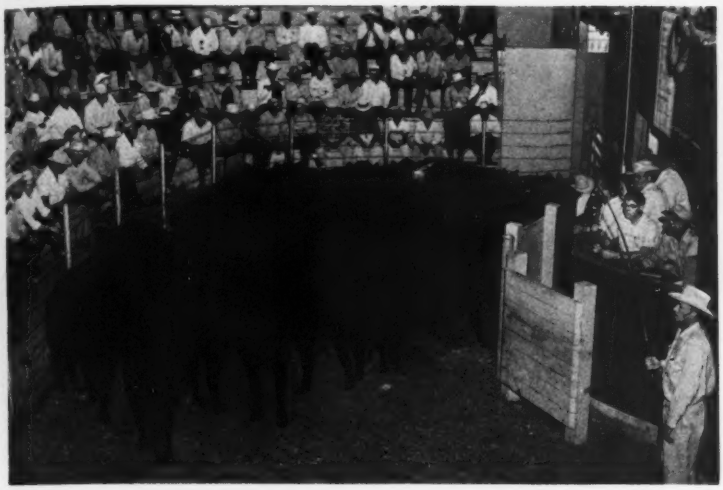
A conference was arranged with the director and staff of the Giannini Foundation for Agricultural Economics of the University of California. Attending were representatives from the three California livestock marketing cooperatives and the California Farm Bureau Federation.

A request to the Foundation for a study of the livestock marketing cooperatives and their potential adaptation to changes was turned down because of the lack of funds and personnel. In lieu of this study, the Extension Service agreed to conduct a survey of the livestock marketing situation as it related to the cooperatives and their producer-members. This survey was limited in scope, however, and did not go nearly as far as the original request had envisioned.

Another request for a more thorough and complete study was addressed to the Farmer Cooperative Service, USDA. This study, published in 1961, contained as one of its major recommendations, "serious consideration of the consolidation of the marketing cooperatives."

In 1962 the boards of directors of the two cooperatives requested the assistance of the California Farm Bureau Federation in defining and carrying out the steps necessary for consolidation.

They needed practical recommendations for integration with one or more segments of the livestock and meat industry, including feedlot operators, slaughterers, wholesalers, and retailers. The California Farm Bureau Federation asked the Extension Director to assign Dr. G. Alvin Carpenter,



The California Livestock Marketing Association and four other firms operate the Stockton Livestock Market, where auction sales take place each Tuesday.

Extension marketing economist, to assist in the project.

A steering committee set up in 1963 at Carpenter's suggestion included the manager and one director from each of the cooperatives, the Farm Bureau staff member working on the livestock program, and Carpenter, whom the committee asked to serve as chairman. Later the secretary-manager of the National Livestock Producers Association was added to the committee, as both cooperatives were members of that group.

During the ensuing 2½-year study, the committee met frequently—once a month or oftener—and rarely was there an absentee.

The influence of Extension training was emphatic when it came to research. Consolidations and mergers of other livestock groups were studied in detail. The organization and structure of important cooperatives in fields other than livestock were carefully analyzed.

The services of an outstanding attorney and accountant in the cooperative field were retained when it became apparent that it would be advisable to organize and set up a corporation with the two cooperatives as the only members. Had this not been done, consolidation might not have materialized.

One of the most strenuous exercises was that of accurately defining the problems. The committee met at intervals with the boards of directors to report on research that had been accomplished and problems that had been analyzed and defined. The process of constant education eventually convinced all but two of the 27 directors that the change was demanding action that could not be long delayed.

Some of the more important problems were: effective coverage of the territory; a volume of livestock adequate for effective bargaining power; control of supplies involving commitments by producers and feeders; declining receipts at auctions and growth of direct movement; increase in specification buying; an effective organization structure; and a sound financing program.

With the research phase practically completed and problems well defined, the time for decision-making arrived. At this point the influence of Extension was again important and effective.

A thorough period of preparation preceded the well-planned presentation of the facts and the proposal before a joint session of the two boards of directors.

Background changes and facts developed by research were presented by Extension. Details of the proposal were set forth by the secretary of the committee. The attorney discussed legal aspects, and finally the accountant gave a projection for a five-year period. The two boards adjourned into separate sessions and later returned to another joint session.

In May 1965 the two boards put the proposal before the memberships—about 6,400 in the Valley Livestock Marketing Association and 3,000 in the California Farm Bureau Marketing Association. After an Extension followup campaign in the field, the consolidation was accomplished.

Benefits of the consolidation have not yet become a matter of record. It is apparent, however, that advantages will materialize. These advantages can be outlined as follows:

1. Greater volume and bargaining power with which to increase economic strength and do a more effective job.
2. Increased efficiency and potential saving through:
   a. Consolidated banking
   b. Unified management
   c. Elimination of duplication of territory and services
   d. Savings in accounting procedures
   e. Improved membership relations
   f. More efficient use of travel and personnel.
3. Improved services to members at no greater cost.
4. Increased stature in the industry as a result of combined operations.
5. More advantageous position for contracting with feedlots, packers, and meat distributors. □

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From The Administrator's Desk .... by Lloyd H. Davis

The Greatest Educational Institution

Several years ago in meeting with a county Extension homemakers council I asked the ladies to tell me about their concerns as homemakers—concerns that we should consider in planning Extension work. I expect many of you have had similar experiences and can guess what they said.

There followed a pouring forth of concerns. Some were concerned about crowded schools. Some were concerned about juvenile delinquency. Others were concerned about teenage diets, children of working mothers, inadequate playgrounds, children's need for constructive use of their leisure.

It all added up to one thing—their greatest concern was the welfare of their children and their neighbor's children. I think you would expect that. I believe this is generally the first concern of mothers.

Similarly, one of the major concerns of the American people is the quality of education their children receive. In many localities, school issues are the local issues in which there is greatest interest. In recent years our representatives in Congress have passed numerous acts to improve school facilities and programs. They have appropriated billions for this purpose—further evidence of our concern for improved education of our children.

One of our major efforts in Extension serves this need of children between 9 and 19 and serves it admirably well. Our youth educational program is widely acclaimed for its accomplishments.

Yet educational specialists tell us the most important years in our education are those between the ages of 3 and 5. The skills we acquire and attitudes we develop then determine to a major extent our learning later. They say the future course of our lives is determined to a great measure by our learning then.

But most children age 3-5 are in no school. They are home. In most households, Mother is the only teacher. Indeed, the American home is the most important educational institution of all. Mother is the most important teacher. Frequently she is equipped for this task only with basic instincts for motherhood.

She teaches through everything she does. Her efforts to make the house a home and her husband and children a family are all part of this educational institution.

There can be no more important goal of our home economics program than to help mothers teach essential skills, instill curiosity, develop goals, values, aspirations, confidence, courage, and faith in their children.

Perhaps our adult home economics program is our more significant Extension program serving youth. □

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